

CHILD WELFARE LEAGUE OF AMERICA



The Child Welfare League of America
Seeks an Experienced Chief Operating Officer
to Help Improve the Lives of Children and Families



Do you want to make
a real impact?

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■ THE CHILD WELFARE LEAGUE OF AMERICA—MAKING CHILDREN A NATIONAL PRIORITY

Since 1920, the Child Welfare League of America (CWLA), the nation's oldest and largest membership-based child welfare organization, has been well-known and respected as a champion for children. CWLA's primary objective is Making Children a National Priority. To achieve that goal, CWLA engages people everywhere in promoting the well-being of children and young people and protecting them from harm. Right now, too many of America's youth are lacking the most basic prerequisite for success—a loving, safe home. CWLA is committed to changing that tragic reality.

CWLA's vision is an America in which families, neighborhoods, communities, organizations, and governments work together to ensure that all children have the opportunity to grow up healthy and strong.

CWLA is a 501(c)(3) organization supported by member and consulting fees, publication sales, grants, and contracts from federal and state governments, foundation and corporate grants, and individual contributions. Headquartered in Washington, D.C., CWLA also has offices in Baltimore, Boston, Chicago, Danville (KY), Denver, Los Angeles, and New York. CWLA has over 100 staff members, an annual budget of about \$17 million and is governed by a national Board of Directors.

CWLA's greatest strength is its members—more than 900 public and private child-serving agencies from coast to coast who serve millions of children, youth, and families who are in, or at risk of entering, the child welfare system. CWLA's programs and expertise focus on adoption, adolescent pregnancy prevention and teen parenting, child day care, child and family protection, children affected by incarceration, foster care, group residential care, housing and homelessness, juvenile justice, kinship care, mental health, positive youth development, substance abuse prevention and treatment, and a range of community services that strengthen and support parents and families.

Working with its members, CWLA:

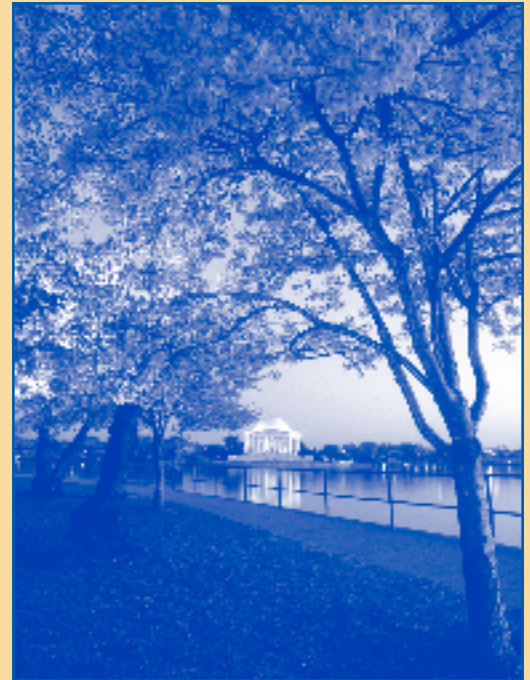
- Sets standards for child welfare services
- Advocates in Congress and state legislatures for the children, youth, and families served by its membership
- Evaluates and shares evidence-based knowledge about services that work
- Provides technical assistance to member organizations
- Fosters collaboration among members and across sectors and systems

CWLA strives to engage young people and family members as active participants, not just as recipients of services.

CWLA is a values-driven organization committed to six fundamental ideals:

- Every child and every youth has value to society.
- Every child and youth is entitled to be nurtured, protected, given the chance to develop to his or her full human potential, and provided with opportunities to contribute to the common good.
- Family and child welfare systems both have specific responsibilities, but society at large shares the responsibility for promoting healthy human growth and development.
- Children and youth thrive, or fail to thrive, in the context of families, kinship systems, and communities. The CWLA work must recognize and value these connections.
- The agencies and organizations that comprise CWLA share a common mission and value interdependence. We know we are stronger together than alone.
- The shared values that bind this learning organization include openness, trust, accountability, and a commitment to continuous quality improvement.

More information about CWLA is available on its web site www.cwla.org.



■ THE POSITION

This is an outstanding opportunity for an experienced and committed executive to play a key role in promoting the well-being of children, youth, and their families.

In the newly created position, the Chief Operating Officer (COO) will manage CWLA's business/operational planning and support services. He or she will provide senior business leadership, including translating CWLA's vision into an operational business plan to help CWLA achieve greater financial sustainability. The COO will be responsible for a broad range of activities including managing day-to-day operations in business development, finance and budget, legal services, human resources, information technology, purchasing, facilities management, grant and contract administration, program operations, consultation, publications, government affairs and membership services. The COO must ensure that these services are high-quality, coordinated and integrated.

Working in Washington, the COO will report directly to the CWLA President/CEO. The COO will work closely with other senior CWLA leaders to promote a mission-driven culture and high-performing organization committed to quality, teamwork, mutual respect and measurable outcomes for children and families.

■ KEY ISSUES AND PRIORITIES

CWLA is a complex and dynamic organization undergoing a profound transition to organizational maturity. The COO will play a senior leadership role in this exciting evolution. The key issues he or she will help CWLA address include:

Ensuring financial stability. To achieve success, CWLA must be financially sound. Like many non-profit organizations, CWLA faces financial challenges. CWLA must continue to aggressively meet these challenges by operating efficiently, enhancing existing revenue sources, and developing new ones.

Conducting business planning. CWLA has a comprehensive 10-year strategic plan which must be translated into a sound business plan, updated annually. This business plan will serve as the road map to enable CWLA to achieve its strategic vision, including expanding and developing revenue-producing programs.

Building internal capacity. CWLA must ensure it has the infrastructure to support CWLA's mission, strategy, and goals:

- A financial management system that records and processes transactions promptly, maintains internal controls, and provides timely financial information.
- Human resources systems to efficiently recruit, hire and retain a talented and diverse staff, and ensure that staff competencies support CWLA's strategic goals.
- An integrated information management system that facilitates sound planning and decision-making.
- Enhanced capacity to publish periodicals, books and related material in traditional and electronic forms, and grow income generated through these sales.
- Internal systems to support sustainable growth while maintaining a balanced budget.



The COO will evaluate the capacity and structure of the business units he/she is responsible for in order to enhance this infrastructure and deliver excellent internal and external customer service.

Measuring performance. CWLA is a results-oriented organization committed to outcome-based performance standards and measures, internally and externally. Internally, CWLA needs to put in place metrics to evaluate service efficiency and effectiveness, and ensure that service is consistently outstanding.

Building relationships. Because this is a new position, the COO will need to rapidly develop an understanding of CWLA and its culture. He or she will also need to build and nurture solid working relationships with the CEO, the CWLA Board and staff. Inherent in this relationship building will be gaining trust, and establishing credibility with internal and external stakeholders as an essential contributor to the success of CWLA.

Ensuring communication with members. CWLA has approximately 900 members, 45 Board of Director members, and six regional offices. Because of its size and scope, CWLA constantly strives to communicate effectively, internally and externally, through direct contacts, publications, the Web, and other media.

■ THE IDEAL CANDIDATE

Education and Experience

CWLA's new COO will be a seasoned and savvy executive with at least 15 years of management experience in the non-profit or private sector. Management experience in a private non-profit human service or child welfare agency is desirable. The ideal candidate will have an experience-based understanding of the issues facing large non-profit organizations undergoing growth and change.

The ideal candidate will have direct experience developing and implementing successful business plans in non-profit organizations. She/he will also have experience managing the full range of service areas including financial management, budget, legal services, human resources, information technology, facilities management, and purchasing. Experience in the management of program operations in the areas of child welfare, juvenile justice, and behavioral health desirable.

A master's degree is strongly preferred, in business, human services, or a related field. Candidates without advanced degrees will be considered only if they can demonstrate a truly outstanding record of relevant success.

Status as a Certified Association Executive (CAE) will be a plus.



Competencies and Personal Characteristics

CWLA seeks a visionary leader who has mastered the following competencies:

- Strategic planning
- Business planning, including developing and managing revenue-producing programs
- Ability to analyze problems and opportunities in the context of the “big picture,” and then develop detailed solutions and plans
- “Hands-on,” collaborative, and approachable style
- Ability to delegate both authority and responsibility, provide guidance and support, and hold staff accountable for results
- Proficient at team- and relationship-building
- Adept at delivering high-quality services, measuring results, and continually improving service
- Skilled in managing services in technical areas such as financial management, budget, information technology, legal services, human resources, and facilities management
- Decisive after soliciting input and viewpoints, and analyzing data
- Flexible in quickly adapting to changing (and sometimes conflicting) priorities and business conditions
- Self-directed and comfortable with broad parameters of responsibility
- Strong appreciation of diversity
- Excellent oral and written communication skills, including explaining technical details in an understandable way
- Highest ethical standards
- Able to articulate and promote core organizational values
- Open, flexible, and not bound by tradition
- Personable and positive, with a sense of humor
- Able to travel occasionally (20 percent long-term, up to 40 percent initially)

■ COMPENSATION AND BENEFITS

This executive position offers a very competitive salary, plus a comprehensive benefits package that includes health and dental insurance; vacation, personal and sick leave; pre-tax dependent care and medical reimbursements; defined benefit pension plan; 403b plan and 401K plan (with modest employer match). Relocation package available if needed.

■ APPLICATION AND SELECTION PROCESS

To be considered for this challenging and rewarding opportunity to play a key role in improving the lives of children and families, submit a cover letter and résumé, with current salary and three work references. Application materials should address the competencies described above. CPS prefers to receive application materials via email. Send materials to:

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